Route 3 North
Transportation Improvements Project

QUARTERLY REPORT
October 15 -December 31, 2000

Submitted by
The Executive Office of Transportation and Construction
The Massachusetts Highway Department
Modern Continental Construction

Argeo Paul Cellucci
Governor

Kevin J. Sullivan
Secretary and MBTA Chairman

Jane Swift
Lieutenant Governor

Matthew J. Amorello
Commissioner

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Secretary's Message

In accordance with Chapter 53 of the Acts of 1999, I am pleased to submit this second quarterly report. This report was prepared in cooperation with the Modern Continental Team and is designed to provide the public with a continuous update on the progress of this significant project. This report covers the period from October 15, 2000 through December 31, 2000.

The Route 3 North Transportation Improvements Project continues to progress. Modern Continental Construction has been performing test boring and survey work along the Route 3 corridor and has constructed a permanent field office in Westford. In addition, design on the project continues to move forward and major construction activity will begin in the spring of 2001. In addition, MassHighway has established its field office staff. This staff of MassHighway professionals brings over 200 years of combined experience to this project. MassHighway Commissioner Matthew J. Amorello and I have selected Michael Lenihan to fill the vitally important position of Project Manager. Mike brings several years of engineering experience in both the public and private sector to this role, and he has a particularly strong background in design. The Commissioner and I believe we have assembled a first class highway team for this project and we look forward to working with them as this project is constructed.

Included as part of the authorizing legislation for the Route 3 project was a requirement that MassHighway and the contractor regularly update the Project Advisory Council. This process has worked so well that we have decided to extend it further. In November I held two briefings for members of the business community along the Route 3 corridor. The positive reception to these briefings led us to schedule regular briefings for the business community. A second briefing was held in December at Sun Microsystems in Burlington and we anticipate holding regular briefings for the business community throughout the duration of the project.

I also want to thank Modern Continental Construction for their continuing cooperation in the early stages of this project. They have been full partners in all of our efforts at providing information to the public. The Modern Continental Team has also established a web site (www.route3construction.com) that provides continuous updates and information. It is an excellent site and I encourage you to visit it often.

The Route 3 project is the first design/build highway project in Massachusetts. This $385 million construction project is also the single largest highway contract ever

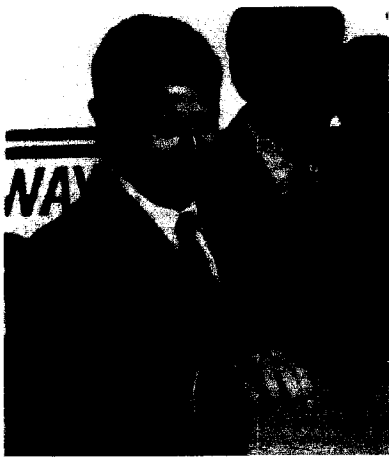
issued by MassHighway, outside of the Central Artery/Ted Williams Tunnel project. As a result, the Executive Office of Transportation and Construction continues to be active in its oversight efforts to monitor and manage the design and construction of Route 3 North. I have appointed John McDonnell of my staff as the Senior Project Manager for this effort and encourage you to contact him at (617) 973-7584 with your questions or comments.

Kevin J. Sullivan
Secretary

Report Summary

The attached report is separated into four sections. Section I will discuss the background of events prior to the reporting period. Section II details those issues and events that occurred during the reporting period of October 15, 2000 to January 1, 2001. Also included in this section are the responses of EOTC/MassHighway and Modern Continental Construction to the issues raised by the PAC. Section III briefly outlines those items expected to occur in the next quarter and Section IV is an appendix containing supporting documentation for the report.

Section I: Background



Governor Cellucci signed the legislation authorizing the design/build/finance process for Route 3 on August 12, 1999. The first Project Advisory Council (PAC) meeting was convened on October 7, 1999 and meetings have been held monthly since that date. Presently, the monthly PAC meetings are held on the first Thursday of the month. The meetings are held in each one of the corridor communities on a rotating basis.

The Request for Proposals (RFP) was issued on December 17, 1999 and three bidders submitted proposals on March 16, 2000. After an extensive selection process, Modern Continental Construction was selected in April of 2000, and the Notice to Proceed was issued on August 17, 2000. During the RFP development and the selection process, input was received from the PAC on several issues. A few of the key issues raised at that time were:

- All seven communities expressed their concern regarding traffic management during construction. Therefore, the RFP limited the hours of construction and required the contractor to establish a method of providing up-to-date traffic information;

- Several communities requested a system to convey information during construction. The RFP required that a website be established by the contractor to provide construction updates and schedules;

- Concerns regarding the hours of construction were also raised. As a result, the RFP limited work hours in accordance with MassHighway regulations and prohibited blasting from being performed during night hours.

The RFP for the Route 3 North Project was developed in a manner that was responsive to the needs of the local communities. There were dozens of meetings with local officials, businesses and residents in the months that the RFP was developed. Input from the Project Advisory Council was also utilized by the selection committee during the evaluation process and was instrumental in assuring that local concerns were raised with the potential development teams. Since the selection was made, the Modern Continental Team has joined EOTC/MassHighway as part of the PAC process.

Section II: Quarterly Report for October 15, 2000 to December 31, 2000

Community Outreach

Secretary Kevin Sullivan led this quarter's community outreach efforts with two business briefings that brought major employers from the entire corridor together to discuss the Route 3 Project. These meetings were the first opportunity for many of these corporations to work directly with their counterparts in the business community in a single forum. These meetings are now scheduled on a monthly basis and are hosted by different corporations each month. We are grateful to the sponsors thus far; Harvard Vanguard, CrossPoint and Sun Microsystems.

EOTC/MassHighway and the Modern Continental Team held briefings for a number of groups throughout the corridor. At these briefings senior project team members from EOTC/MassHighway and the Modern Continental Team made presentations and were available to answer questions. The Team met with the Town of Tyngsborough on October 26th at the Town's request, to discuss the coordination of the Tyngsborough Bridge project, Locust Street closure, the Park and Ride along with various other Route 3 coordination issues. Route 3 was the feature presentation at the Chelmsford Business Association's October meeting. The project team presented a Route 3 update to the approximately 80 business owners in attendance. Ms. Mary Carrier of MassHighway and Mr. Bob Colt of Modern Continental spoke on behalf of the Team at the McCarthy Middle School in Chelmsford. The focus of the meeting was mainly the environmental mitigation that the project is undertaking. Mary Carrier represented the Team at Lowell High School's career day, discussing the varying positions needed for a design build construction project such as this.

Undersecretary Charles Kostro led the Team at a Route 3 briefing sponsored by the Town of Chelmsford. Approximately 150 local residents and elected officials attended the meeting to participate in a discussion of the overall project, traffic management, tree removal and noise barriers. It was at this meeting that Mr. Kostro re-emphasized Secretary Sullivan's willingness to re-study the necessary residential areas adjacent to Route 3 to determine whether or not they meet the State's Noise

Abatement Criteria. Representative Kevin Murphy requested that the Team attend the Lowell Highland Neighborhood Association at their meeting at the Daley School in Lowell. Approximately 50 residents attended the meeting and participated in a discussion about Route 3. The discussion ranged from the overall Project schedule and anticipated traffic impacts to noise barrier locations.

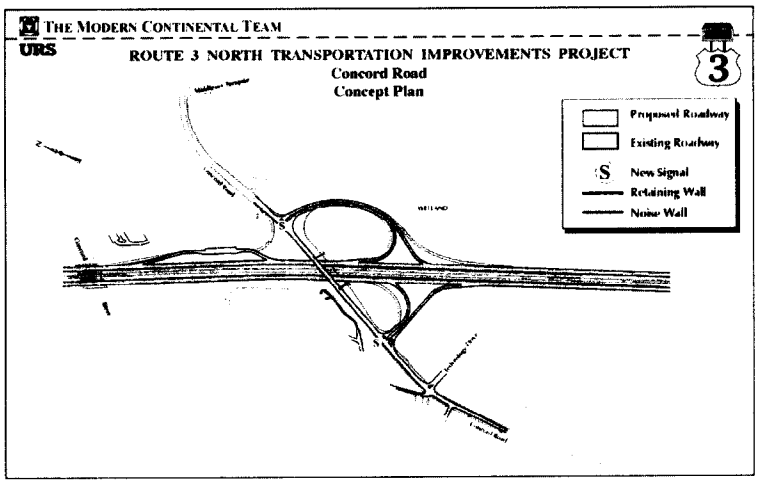
A briefing was also given to representatives of Nortel Networks who had a number of questions regarding the design of the Concord Road interchange as well as the Project's TDM plan. In addition, the MassHighway and Modern Continental Construction staffs were the featured speakers at the Bedford Chamber of Commerce's December meeting. A range of Chamber members like Mitre and UPS as well as local officials such as the Bedford Town Administrator, Richard Reed, attended this meeting, held at the Homeward Suites in Billerica.

Design and Construction

Significant progress was also made on the design and construction of Route 3 during this quarter. As of January 1, 2001, the design for Route 3 is approximately 26% complete. Construction on the project is expected to begin in the spring of 2001. The Modern Continental Team is continuing to focus on geometric layout and vertical alignments for the mainline and all of the local roadways crossing Route 3. These alignments are currently being developed so that earthwork and rock quantities can be obtained.

Geotechnical exploratory borings for the bridges, roadway and retaining walls, as well as ground survey are still in progress along the corridor and will continue for the next six to eight weeks, although the majority have been completed.

Sketch plan development continues for bridge structures on north and southbound I-495 (temporary), Kendall Road, Concord Road, and Route 62. Initial sketch plans were submitted for Moores Canal, Richardson Road, Lowell Connector, and Old Billerica Road.



The Modern Continental Team has completed the traffic analysis for all of the interchanges. This information is necessary for the interchanges' geometric design as well as the roadway's functional reports that are being developed. The Modern Continental Team's traffic consultant VHB continues their work in developing justifications for new signals and the layout of signal poles, pull boxes, power sources and underground conduit installation.

Environmental

During this quarter, the environmental process continued to advance. The Department of Environmental Protection has issued the Variance Order of Conditions for the City of Lowell. The Variances for Chelmsford, Billerica, Bedford and Burlington are still pending. An amendment to the Section 404 permit issued by the Army Corps of Engineers was submitted and approved which allows additional federal wetland resource areas in the median to be impacted. These areas will be used as a work zone during construction and will aid in the implementation of the traffic management plan.

The wetland mitigation implementation plans have been finalized. The final plan responds to detailed comments made by the Army Corps of Engineers on the draft submittal. The plan proposes 26.08 acres of wetland creation for the 23.29 acres of impacts to the wetland areas. Additional mitigation opportunities are being investigated to offset any additional wetland impacts which may be realized as the project design progresses.

The Modern Continental Team has been working with MassHighway on the Chapter 91 licenses required for the project's new bridge structures over the Shawsheen and Concord Rivers. Hydraulic analyses and preliminary structure designs are currently underway.

MassHighway held two public meetings to discuss noise impacts that the construction of the additional lane will have on the homes adjacent to the highway. It was agreed that some areas would be reanalyzed for noise barrier feasibility. MassHighway also agreed to review its overall policy for cost effectiveness in the construction of noise barriers. The Project Advisory Council was charged with submitting to MassHighway a list of areas to be included in the reanalysis.

Miscellaneous

The Route 3 Team moved into the newly constructed field office in Westford. Both the MassHighway Team and the Modern Continental Team are housed under one roof where coordination of the Route 3 project is ongoing. The Teams have already realized significant benefits from being co-located. Initial "over the shoulder reviews" between MassHighway and the Modern Continental Team have begun. These reviews are crucial in reaching our goal of timely reviews and decision-making.

The office is located at 540 Groton Road in Westford. The MassHighway Team can be reached at (978) 589-1750, while the Modern Continental Team can be reached at (978) 589-1600.

The entire Route 3 Team participated in two full days of partnering. Partnering is an approach to Teams working closely together to develop an understanding of and an appreciation for the varying perspectives being brought into this process. Representatives from all of the Team members including EOTC, MHD, DEP, FHWA, Modern Continental, URS, VHB and Keville Enterprises worked together toward developing a work plan that will allow this unique project to move forward maintaining the schedule of 42 months while maintaining the $385 million dollar budget. The formal Partnering Agreement is included in Appendix E.

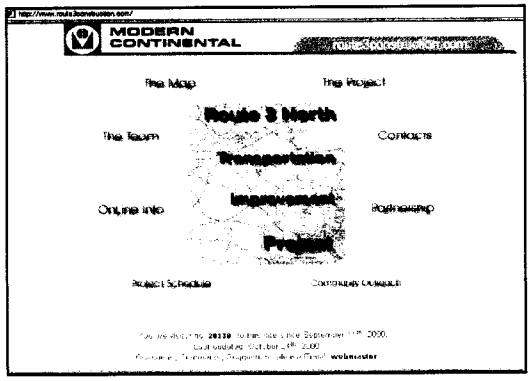
Billerica resident Debbie Graney designed the winning logo in the Route 3 logo contest. The response to the contest was very positive, it demonstrated the interest for the Project that exists in the communities of Route 3. Ms. Graney received a gift certificate to Ristorante Marino in Cambridge for her efforts.

The Modern Continental Team is actively coordinating the planned construction activities with the various utility companies whose facilities either cross under or over Route 3. Thus far, this approach has been beneficial to both the Project team and the utilities that are preparing their work schedules to correspond with the overall construction schedule.

Project Advisory Council

The Town of Burlington hosted the November 2nd PAC meeting at which, there was an in depth presentation and discussion of the noise walls. E.O.T.C. and MassHighway led the presentation along with their acoustical consultant, Harris, Miller, Miller and Hanson. The briefing gave PAC members a better understanding of the background of the noise abatement process. Undersecretary Charles Kostro used this opportunity to reiterate Secretary Sullivan's commitment to re-examine areas of concern regarding the installation of noise walls and determine whether or not individual homes meet the Noise Abatement Criteria.

The December 7th meeting was hosted by the Town of Chelmsford and was marked by the retirement of PAC member Bob Mellon from Hanscom Air Force Base. The Modern Continental Team provided the monthly update and presented conceptual designs for the Treble Cove Road, Drum Hill Rotary and Route 128 interchanges. Jack McDonnell of EOTC provided the PAC with an update on the community meetings that occurred in Lowell and Chelmsford. Bedford Town Administrator, Richard Reed, requested a separate meeting be held to brief the local Chiefs of Police on the overall Traffic Management Plan.



Section III:

Project Schedule for the Next Quarter (January 1, 2001 to March 31, 2001)

Several project milestones will be achieved in the next quarter. It is anticipated that all of the variances will be received from Department of

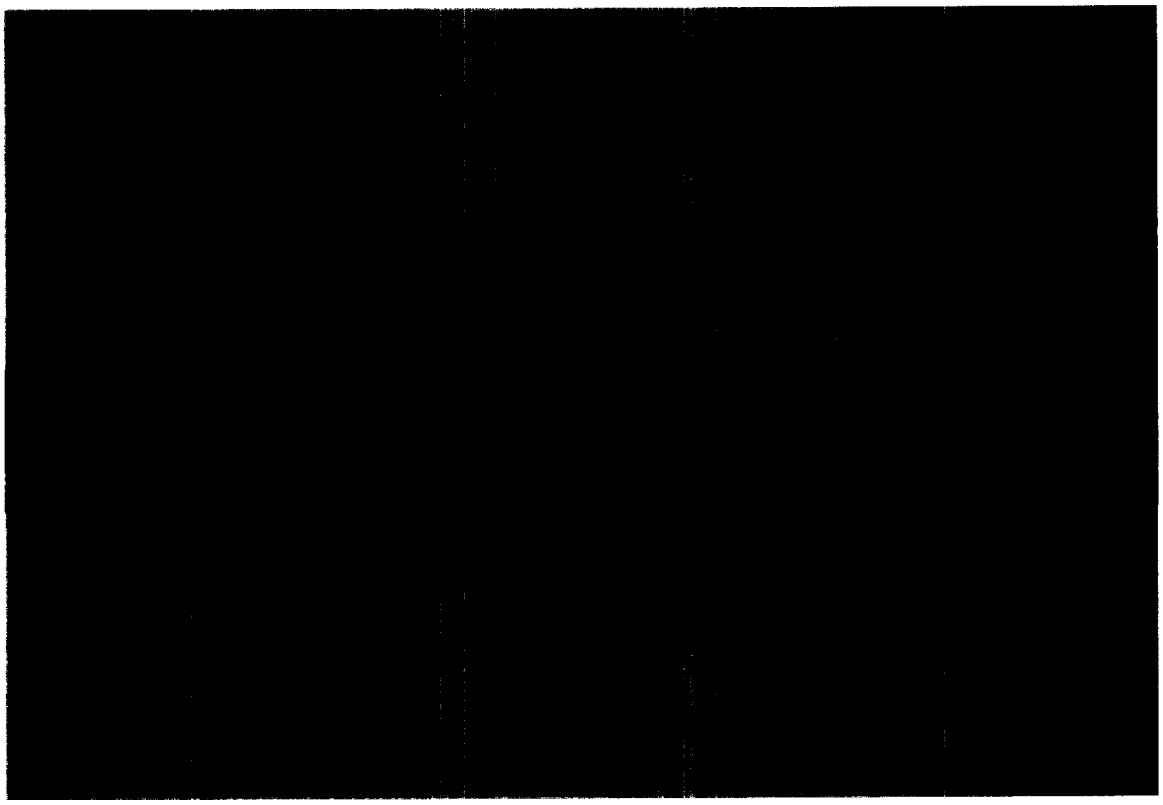
Environmental Protection during this period. Upon receipt of these remaining variances and weather permitting, work will begin on clearing trees from the Route 3 median.

The Route 3 website will continue to be expanded. This website has proven to be a valuable resource for providing construction information. The project's Transportation Demand Management (TDM) plan will also be incorporated into the website

In the coming quarter, the Project schedule will be developed sufficiently to post on the website. It will outline which bridges in each segment are to begin construction this year, what their duration of construction will be and what the public can expect to see in conjunction with these work areas. The schedule will be updated weekly in two separate formats; a schedule of the up coming week's activities and a two to four week look ahead. As the schedule is updated, approximately 900 members of the Route 3 email alert system are notified of the changes by email.

Section IV: Appendix

The attached appendix contains a list of the PAC representatives from each community, meeting notes and meeting minutes from the PAC meetings during this reporting period, a copy of the concept designs for the interchanges as presented at the various PAC meetings and the Partnering Statement.



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Route 3 Project Advisory Council meeting
November 2, 2000
Burlington Town Hall
Meeting minutes

The Route 3 PAC meeting took place at the Burlington Town Hall. Peter McNulty and John Greeley gave the project update, informing the PAC that 125 people are currently working on the project with 100 of those being on the design side. Nightwork continues in an effort to accelerate the boring and bridge design work. The route 3 construction website is giving the public access to scheduling information and as well as traffic impacts. Approximately 500 members of the general public are now receiving email updates from the Route 3 website regarding schedule and design changes.

Chuck Kostro stated that the Project Quarterly Report had been sent to PAC members. The next quarterly report is due in January.

Mike Lenihan briefed PAC members about the meeting held by the Town of Tyngsborough which brought together Modern Continental, MassHighway and several local officials to discuss the coordination of the future re-construction of the Tyngsborough Bridge. Ground will be broken next Spring on the Park and Ride facility in on Route 113. PAC member from Tyngsborough, Mark Whitehead, spoke on the new development that is coming to Kendall Road.

Chuck Kostro stated that many letters have been received on the issue of noise mitigation. Six areas are already scheduled to receive noise mitigation barriers. The Leedburg Street – Twiss Road area in North Chelmsford is not currently approved for noise barrier installation. However, Chuck Kostro did state that MassHighway had commited to restudy the noise issue. If other areas are identified, they can be addressed through MassHighway's Noise Abatement Program.

Christine Mizioch described the noise mitigation studies that were part of the environmental assessment. After analysis, public hearings and re-analysis, the six locations were approved in Chelmsford and Lowell.

Chris Menge of HMMH discussed in detail the procedures used to determine noise impact and the history of sound barrier consideration since the first study in 1992. A chart of Preliminary Noise Barrier Design Data was passed out to PAC members and meeting attendees to further illustrate the various sites that were tested for noise level and the cost data that went into the decisions of which sites to recommend for noise barriers. Noise prediction models were used and a special analysis was given to Route 3 North because of the serious traffic problems and the high traffic density. MassHighway standards for noise impact abatement, cost effectiveness and feasibility were discussed.

Tree clearing is scheduled to begin in January after all the environmental permits are received. The Treble Cove Road Interchange presentation will be put off until the next meeting, which will be December 7, 2000 at noon in Chelmsford.

Route 3 Project Advisory Council meeting
December 7, 2000
Chelmsford Town Hall
Meeting minutes

The Route 3 PAC meeting took place at the Chelmsford Town Hall. Selectman Philip Eliopoulos welcomed everyone to Chelmsford and stated that the November 29, 2000 hearing at the Chelmsford Senior Center was very successful. Mr. Eliopoulos extended thanks on behalf of the Board of Selectmen and the Town of Chelmsford to MassHighway, the Executive Office of Transportation and Construction and the Modern Continental Team for their cooperation and presentations on the noise barriers and the Drum Hill Rotary.

In the Project Update, Jack McDonnell described the well-received meeting at the Daley School in Lowell. Representative Kevin Murphy had invited MassHighway and the Modern Continental Team to present Route 3 to the Lowell Highlands Association. The community's request for additional noise barriers was addressed by MassHighway's commitment to restudy the noise barrier locations. Mike Lenihan stated that once enough design information is completed, MassHighway would retain HMMH to re-study the noise barrier locations.

Bob Mellon of Hanscom Airforce Base was recognized for his outstanding work as a PAC member in his last meeting before he retires.

Christine Mizioch addressed the cutting of trees in the median strip explaining that moving more to the outside of the highway would mean taking much more of the wetlands and create more drainage issues. Mike Lenihan presented the safety issues and the FHWA and MassHighway safety standards.

John Greeley gave the Modern Continental update, stating that the design work is continuing, the night borings are finishing and the pavement analysis is continuing. The Westford office is opening at 540 Groton Road in Westford. On December 15, 2000, the monthly business briefing will be held at Sun Microsystems.

Marc Shamon of URS and MCC presented the concept plans for the Treble Cove Road Interchange with the improvements to the ramp geometry and the accelerations and deceleration lanes. The Drum Hill Rotary Concept Plans described the reconfiguration necessarty to make it work. The Route 128 Interchange improvement concept plan was also presented with the need to coordinate with other MassHighway plans for Route 128 I-95.

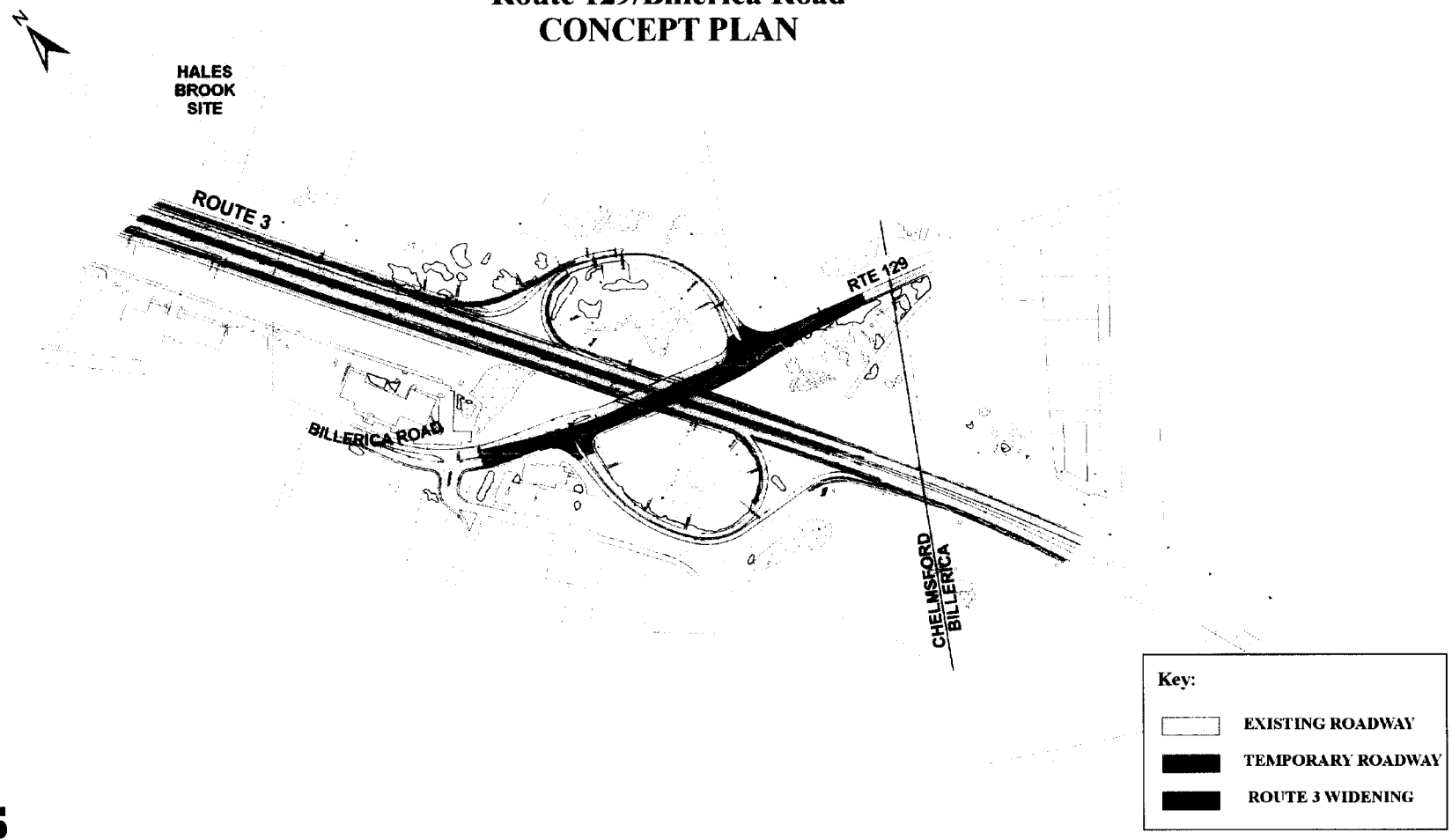
Mary Carrier described the partnering sessions that were held between MassHighway and Modern Continental staff and how partnering may benefit the PAC process. Mary also requested that PAC members who are hosting the monthly meeting should bring their town's issues to the meeting.

Richard Reed stated that the Cheifs of Police should attend a PAC meeting or have a separate meeting to make sure everyone is on the same page concerning traffic management.

The next PAC meeting is January 4, 2001 in Billerica.

THE MODERN CONTINENTAL TEAM

ROUTE 3 NORTH TRANSPORTATION IMPROVEMENTS PROJECT
Route 129/Billerica Road
CONCEPT PLAN



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PARTNERING AGREEMENT

ROUTE 3 NORTH

TRANSPORTATION IMPROVEMENTS PROJECT

As the first design, build project in the Commonwealth, the Executive Office of Transportation and Construction, the Massachusetts Highway Department, Federal and State Agencies, and all members of the Modern Continental Team recognize the special importance of assuring the success of the Project. The Parties share common goals and recognize that a commitment to a Partnering Relationship is the key to achieving these goals:

1. Assure Worker and Public Safety. Perform work in a manner that will result in no lost time accidents and no accidents to the motoring public.

2. Achieve High Quality Project. Take a proactive approach with attention to detail in design and construction with pride in workmanship; finalize and implement in a timely manner a design and construction quality assurance and quality control program that results in a high quality project and minimizes long term operations and maintenance costs; pay special attention to meeting all environmental requirements.

3. Meet the Budget of $385 Million and Schedule of 42 Months. Adhere to the philosophy of a successful design, build project, including expediting design reviews, considering alternative design approaches that meets MHD standards and quality requirements, and recognizes and supports Owner's and MCC's budget and schedule; interpret requirements of Development Agreement to further the mutual goals of all parties; promote value engineering ideas that will result in cost savings.

4. Promote Ongoing Public Acceptance. Recognize that the public are "partners" in the successful completion of the Project; keep the public informed; foster cooperation among all stakeholders, including Public Advisory Council, private utilities, the Route 3 Communities and federal and state agencies; strive to meet or exceed expectations of the public and the legislature for the success of the design, build approach to encourage consideration of this approach for future projects in the Commonwealth.

5. Minimize Impact to Traveling Public. Execute a successful traffic management plan, with periodic updates as necessary, regular meetings, day-to-day field reviews, and regular communication to the public.

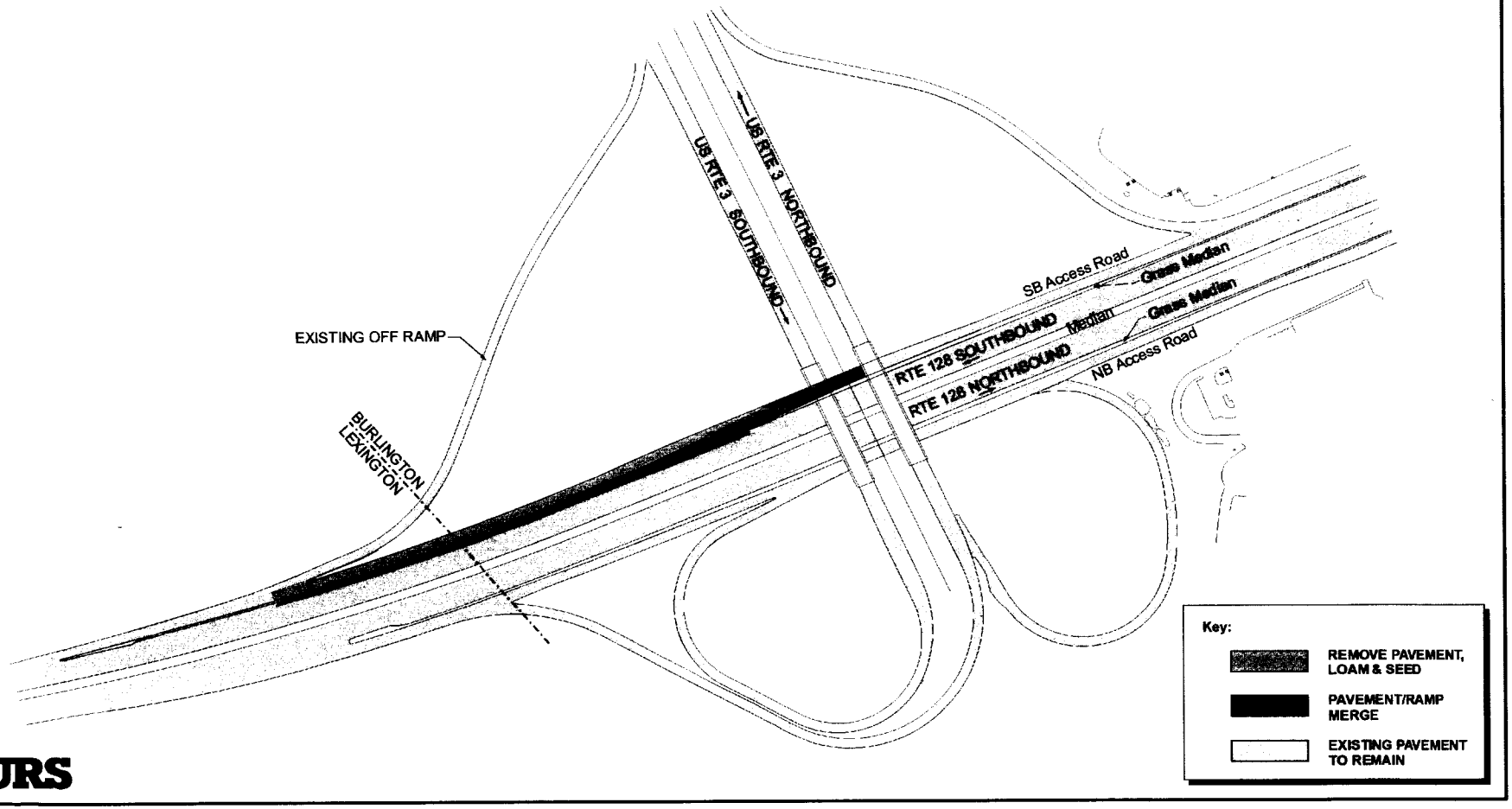
6. Promote Quick and Informal Issue Resolution and Team Consensus on Issues. Work to achieve consensus and resolution of issues in a timely fashion through early issue identification, communication when issue is first identified, listening and discussing all viewpoints and being open and honest; empower staff at all levels to resolve issues within the fastest possible time frame; agree on time frames for issue resolution.

7. Foster an Ongoing Partnering Atmosphere. Continue to evaluate progress and success towards meeting Project goals through periodic partnering sessions over the course of the Project.

THE MODERN CONTINENTAL TEAM

ROUTE 3 NORTH TRANSPORTATION IMPROVEMENTS PROJECT

Route 128 Interchange Improvements - Phase I



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